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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Organization of Your Office

1. You have asked us to develop an organizational scheme for your office that would define the duties of your two Deputies and provide you with a Chief of Staff to coordinate the activities of the other officers reporting to you. The roles of the Deputies have been defined. This memorandum deals with the rest of the problem.

2. Your Chief of Staff, as we understand it, would have as his primary duties: a) ensuring that the work of your office continues smoothly when you are facing outward (on the Hill, traveling, at the White House, etc.), and b) obtaining, interpreting, and transmitting your decision; to hold down the number of people at Langley who now need to see you and seek guidance helter-skelter. This officer would hold the fort for you, coordinate the activities of your subordinates, fact-find, and trouble-shoot. In language more bureaucratically acceptable, he would:

- Coordinate the full range of activities in support of DCI
- Facilitate communication among the DCI, DD/Community, DD/CIA and NIO's
- Manage Office of DCI
- Represent DCI as directed
- Manage special projects as directed

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3. These^R remain your relations with the National Intelligence Officers, the Deputy Directors of CIA, the Inspector General, General and Legislative Counsels, Executive Secretary, "Spokesman" (Thuermer), Comptroller, DCI Committee Chairmen, and your personal assistants. Each of these presents a particular problem.

a. You should at one time or another deal with each National Intelligence Officer separately, but you cannot deal with eleven individuals on a regular basis. You can and should be available at all times to your Deputy for NIO's. You asked me to consider whether he and his colleagues should be grouped under the Chief of Staff. I think not. No Chief of Staff would want to be a bottleneck for substance, although you must limit the number of people who can demand your time. If the NIO's remain in charge of production, and the Chief of Staff is a coordinator without line responsibility, then clearly he should coordinate their activities as well, but should not have a managerial relationship.

b. You have suggested that GC, LC, and IG should report through the Chief of Staff. I doubt if this is possible. Obviously, if you have a Chief of Staff he will have to help organize your ^{Time}~~item~~ and facilitate communications between yourself and these offices^R. But he cannot stand between you and them. For instance, the Executive Order requires that

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your door be open to your IG. At least for the short run,*
you can handle them in two ways. The GC, LC, and IG
(are now CIA officers.

--You can continue to consider them
as such, subordinate to you through DD/CIA,
but supporting you in your larger DCI role.
In this case, the Chief of Staff could
coordinate their support of and access to
you.

--You can consider them your personal
staff officers, serving you (and both
Deputies) in both your roles. In this
case they would be coordinated by the
Chief of Staff, who would be responsible
for ensuring that both Deputies were
properly supported.

c. Executive Secretary and Thuermer are in another cate-
gory. They can report either directly to you, or through
your Chief of Staff. In their case, the latter makes best
sense, although again there would be times when you would
want to deal directly.

d. The CIA Comptroller must serve the manager of the
CIA Program. Hence he must report to DD/CIA.

*Ultimately it may be desirable to have separate officers for these
functions in the IC Staff and in CIA.

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e. Most DCI Committee Chairmen should report to you through the DD/Community, but should routinely have a direct line to you at least on paper. We have already ~~ex~~^{sep}ected the Community IG Committee. It would be sensible to reserve also on the four "production" committees (JAEIC, WSSIC, STIC, EIC) until the national production structure is established.

f. Your personal assistants probably should answer directly to you. Your Chief of Staff will have to deal closely with each, and you may have some hairy decisions to make as to who manages your time, but you need some independence from him as well as from your Deputies.

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4. We have noted the obvious need for a sympathetic and mutually supporting relationship between the two Deputies. This is true in spades for a Chief of Staff and his relationship with them and with you. He must in the first instance have extreme sensitivity to your views, including those unvoiced; in the second, he must be able to hold his own between the Deputies and among the staff. Finally, he must be deft indeed in judging who needs to see you and when.

RICHARD LEHMAN